MULTIMEDIA UNIVERSITY

STUDENT IDENTIFICATION NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2018 / 2019

BMG3024 – CROSS CULTURAL MANAGEMENT

(All Sections/ Groups)

7 MARCH 2019
2.30 p.m. to 4.30 p.m.
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This question paper consists of **ONE (1)** page excluding the cover page.
2. Answer **ALL** questions. The marks for each question is given in the question paper.
3. Please write your answers in the Answer Booklet provided.

Answer **ALL** Questions. You are encouraged to include detailed explanation, personal opinions and examples to illustrate your answer.

Question 1

Strategic alliances permit a company to pursue an opportunity more quickly, leveraging the resources and knowledge of the other party. Fewer resources are required than if a company pursued an opportunity on its own. An alliance can provide easier access to new opportunities and a lower barrier to entry. Strategic Alliance also could play dual roles. Discuss **TWO (2)** cooperative and **TWO (2)** competitive roles of strategic alliance.

(20 Marks)

Question 2

International organizations operate in rapidly changing contexts that are increasingly volatile. Rarely are the complex conditions induced by these changes perceived as virtues. Diversity and cultural differences are often not reflected deeply enough to turn them into advantages. Yet, in times when being at the forefront of knowledge and innovation is crucial for companies, these are decisive factors. Discuss **FIVE (5)** reasons for the need of organization design change.

(20 Marks)

Question 3

Due to the development of globalization, new challenges occur and increase the complexity of managing MNCs. International Human Resource Management (IHRM). is seen as a key role to balance the need for coordinating and controlling oversea subsidiaries, and the need to adapt to local environments. Elaborate **FIVE (5)** major challenges in International Human Resource Management (IHRM).

(20 Marks)

Question 4

"Virtual" teams - ones made up of people in different physical locations - are on the rise. As companies expand geographically and as telecommuting becomes more common, work groups often span far-flung offices, shared workspaces, private homes, and hotel rooms. Explain **FOUR (4)** operational challenges in virtual teams.

(20 Marks)

Question 5

Global leadership is defined as leading people who are based in multiple regions of the world. Global leaders have to engage very diverse groups of stakeholders and colleagues to get things done. They lead people across distance, cultures, time zones and in complex organizational structures such as a matrix, or even a networked organization structure. Describe **FOUR (4)** universally accepted leadership qualities.

(20 Marks)

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